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**SPRING LEADERSHIP INSTITUTE
WESTERN KENTUCKY UNIVERSITY**

“LEADERSHIP”

GARY A. RANDELL

APRIL 9, 2003

THANK YOU FOR INVITING ME TO YOUR SPRING LEADERSHIP INSTITUTE. I TAKE SERIOUSLY MY PERSONAL RESPONSIBILITY FOR LEADERSHIP ON THIS CAMPUS AND THAT OF ENSURING OTHERS ON THE FACULTY AND STAFF AT WESTERN DO SO AS WELL.

LEADERSHIP IS EVERYTHING IN A DYNAMIC ORGANIZATION AND A DYNAMIC COMMUNITY. COMMUNITIES BECOME DYNAMIC BECAUSE THE SUCCESSFUL ORGANIZATIONS IN THAT COMMUNITY LEND THEIR LEADERS TO MEANINGFUL CAUSES THROUGHOUT THE COMMUNITY.

PEOPLE MAKE THINGS HAPPEN. LEADERS MOVE PEOPLE TO MAKE THINGS HAPPEN. GOOD LEADERS CAUSE THOSE PEOPLE TO ENJOY THEMSELVES IN THE PROCESS. AT THE END OF THE DAY, YOU BET ON GOOD PEOPLE TO MAKE GOOD THINGS HAPPEN. LEADERS ARE PEOPLE WITH A PURPOSE—A PASSION TO MAKE A DIFFERENCE; TO CHANGE FOR THE BETTER; TO GROW; TO HEARN AND IMPROVE ON THE CERTAIN MISTAKES WHICH OCCUR WITH RAPID CHANGE; TO USE EMOTIONAL, PHYSICAL, SPIRITUAL, AND INTELLECTUAL CAPACITIES TO MOVE PEOPLE TOWARD A MEANINGFUL VISION.

LEADERSHIP IS ABOUT CHANGE. IT'S ABOUT TAKING PEOPLE FROM WHERE THEY ARE NOW TO WHERE THEY NEED TO BE. THE BEST WAY TO GET PEOPLE TO VENTURE INTO UNKNOWN TERRITORY IS TO MAKE IT DESIRABLE BY TAKING THEM THERE IN THEIR IMAGINATIONS.

LEADERSHIP IS NOT PRECISE OR EXACT. IT IS SELDOM REHEARSED BUT ALWAYS NEEDS PRACTICE—ALWAYS BLENDING PERSONAL STYLE AND GUTS AND INSTINCTS. THE BOTTOM LINE IS “DO THE RIGHT THING.” DO YOUR HOMEWORK—WITHIN REASON, BUT DON'T TAKE DAYS OR WEEKS OR MONTHS TO MAKE A DECISION WHEN YOU HAVE SUFFICIENT DATA TO ACT. IF, HAVING ACTED, YOU LEARN SOMETHING OF ADDITIONAL VALUE—GOOD. ADJUST AND MOVE ON. CHANCES ARE YOU'RE MUCH FURTHER ALONG THAN IF YOU HAD NEVER ACTED IN THE FIRST PLACE. IF YOU KNOW YOU'RE RIGHT, GO ON WITH IT. DON'T BE A “WET FINGER” LEADER. FORGET THE WINDS OF OPINION IF YOUR HOMEWORK AND YOUR CONVICTIONS TELL YOU YOU'RE RIGHT. FOLLOW YOUR CONVICTIONS. TRUST YOUR INSTINCTS. IF YOUR VISION IS CLEAR, FACE THE WIND. YOU MIGHT BE SURPRISED ON HOW MANY WILL QUIETLY FOLLOW YOU. POPULARITY AND CONVENIENCE ARE FACTORS TO MEASURE, BUT GENERALLY NOT SUFFICIENT TO CAUSE OR PREVENT APPROPRIATE ACTION. STAND FOR SOMETHING. INSURE THAT DECISIONS ARE MOVING TOWARD A SHARED VISION AND THAT RESOURCES—HUMAN, PHYSICAL AND FINANCIAL—ARE THOUGHTFULLY APPLIED.

LET ME TELL YOU ABOUT A BOOK PUBLISHED IN 1997 WHICH I FOUND

PARTICULARLY MEANINGFUL. THERE ARE VOLUMES OF PRINT DEVOTED TO LEADERSHIP, BUT THIS BOOK IS DIFFERENT BECAUSE IT IS PRACTITIONER ORIENTED. IT IS BY ROBERT ROSEN, AND IT IS CALLED LEADING PEOPLE, THE EIGHT PROVEN PRINCIPLES FOR SUCCESS IN BUSINESS.

ROSEN IS A PSYCHOLOGIST WHO CONSULTS WITH DOZENS OF FORTUNE 500 COMPANIES. FOR HIS BOOK, HE INTERVIEWED LEADERS FROM DIVERSE BACKGROUNDS.

ROSEN NOTICED THAT MANY MANAGERS SPEND A GREAT DEAL OF TIME INSPECTING EMPLOYEES' WORK AND MISTRUSTING THEIR INTENTIONS. THIS TYPE OF MANAGER BELIEVES EMPLOYEES ARE ONLY TOOLS TO MAKE A PROFIT. THE EMPLOYEES OFTEN ARE IGNORED AS PEOPLE, WHICH AFFECTS THEIR PERFORMANCE.

ROSEN OBSERVED THAT THOSE LEADERS WHO WERE ABLE TO GROW THEIR BUSINESSES UNDERSTOOD HUMAN NATURE AND COULD GET THE MOST FROM THEIR EMPLOYEES. MANY OF THE LEADERS INTERVIEWED FELT THAT PROFITS FOLLOW PRINCIPLES.

MAX DUPREE, CEO OF HERMAN MILLER, A FORTUNE 500 FURNITURE MANUFACTURER, TOLD ROSEN: "MY JOB IS TO OVERSEE FUNDAMENTAL PRINCIPLES, LIKE FAIR PLAY AND HONESTY. IF I DO THAT, THE PROFITS WILL FOLLOW."

IT IS INTERESTING TO NOTE THAT AT THIS POINT IN HIS RESEARCH, ROSEN WAS SKEPTICAL THAT A CEO WOULD REALLY BELIEVE THAT HIS OR HER

JOB IS TO WATCH PRINCIPLES. BY THE TIME ROSEN FINISHED HIS RESEARCH, HE CONCLUDED THAT THE BEST OF THEM DID EXACTLY THAT.

“HEALTHY ENTERPRISES START FROM CORE HUMAN VALUES, SUCH AS TRUST, INTEGRITY, AND TEAMWORK, AND THEY BALANCE THE NEEDS OF ALL THEIR STAKEHOLDERS—EMPLOYEES, CUSTOMERS, SHAREHOLDERS, AND THE LARGER COMMUNITY.” THEY DON’T DO THIS JUST BECAUSE IT IS RIGHT OR FAIR, BUT BECAUSE IT IS ALSO GOOD BUSINESS.

ROSEN FEELS THAT LEADERS SHED LIGHT OR IMPOSE DARKNESS. HE WRITES: “PEOPLE WANT TO BE LED. MOST WANT A WORK ENVIRONMENT WHICH ENCOURAGES EXCELLENCE, RISK TAKING, AND CREATIVITY.”

WORKERS QUICKLY REJECT INTIMIDATION AND YEARN FOR INSPIRATION. ROSEN CITES A RECENT STUDY OF MORE THAN 25,000 WORKERS, WHICH FOUND THAT THE SINGLE BIGGEST INFLUENCE ON EMPLOYEE COMMITMENT AND PERFORMANCE IS THE LEADERSHIP SKILLS OF THEIR MANAGERS.

THE REST OF THE BOOK DEALS WITH EIGHT RECURRING THEMES ROSEN FOUND IN HIS RESEARCH:

- VISION—LEADERS SEE A PICTURE OF THE FUTURE AND ARTICULATE IT TO THEIR EMPLOYEES. IMPLEMENTING THE VISION IS THE TOUGH PART. IT MUST BE UNDERSTOOD AND ACCEPTED BY THE EMPLOYEES.
- TRUST—VISION IS EMPTY WITHOUT TRUST, AS TRUST HOLDS PEOPLE TOGETHER. TO BUILD TRUST, LEADERS GIVE GOOD AND BAD NEWS ACCURATELY. THEY ARE GENUINE, BELIEVABLE, DEPENDABLE,

PREDICTABLE, AND BENEVOLENT.

- PARTICIPATION—AN ORGANIZATION’S ENERGY COMES FROM ITS PEOPLE. THE LEADER’S CHALLENGE IS TO INSPIRE THESE PEOPLE TO USE THEIR MINDS AND HEARTS. PARTICIPATION IS THE FUEL THAT DRIVES THE FIRM FORWARD.
- LEARNING—LEADERS SHOULD ENCOURAGE PEOPLE TO IMPROVE THEIR SKILLS AND RENEW THEIR SPIRIT. LEARNING IS IMPORTANT BECAUSE, ROSEN WRITES, “THE BOTTOM LINE IS THAT WE NEED A SMARTER, FASTER, MORE PRODUCTIVE WORK FORCE, AND THE ONLY WAY WE ARE GOING TO CREATE IT IS BY DEVELOPING LIFELONG LEARNERS.”
- DIVERSITY—LEADERS ACCENTUATE THE POSITIVE ASPECTS OF PEOPLE’S DIFFERENCES AND INSIST ON MUTUAL RESPECT. YOU SHOULD LOOK FOR THE VALUE IN PEOPLE’S DIFFERENCES.
- CREATIVITY—YOU SHOULD ENCOURAGE INDEPENDENT THINKING AND LOOK FOR YOUR EMPLOYEES’ TALENTS. EMPLOYEES SHOULD BE ENCOURAGED TO WORK MORE IN THOSE AREAS IN WHICH THEY HAVE TALENT OR STRENGTHS, THOUGH THE COMMON WISDOM IS THAT WE SHOULD WORK ON OUR WEAKNESSES.
- INTEGRITY—GOOD LEADERS UNDERSTAND THAT GOOD ETHICS IS GOOD BUSINESS. WHEN ASKED HOW HE INVESTED, MALCOLM FORBES ONCE SAID: “I DON’T NEED TO KNOW WHAT INDUSTRY THE COMPANY IS IN OR WHAT ITS FINANCIALS ARE. ALL I NEED TO KNOW IS WHAT KIND OF

PERSON THE CEO IS." DO YOU SET A GOOD EXAMPLE OR INSTILL THE PRINCIPLE OF FAIRNESS IN YOUR ORGANIZATION?

- COMMUNITY-LEADERS STRESS THE ORGANIZATION'S RESPONSIBILITY TO OTHERS. THEY ENCOURAGE GOING THE EXTRA MILE FOR ONE'S FELLOW CITIZENS. LEADERS CARE ABOUT PEOPLE.

MY PERSONAL OBSERVATIONS OVER THE YEARS BEAR THESE THEMES OUT. I WOULD ADD TO THEM BY SPEAKING TO FOUR POINTS I CONSIDER TO BE THE ESSENCE OF LEADERSHIP-CHANGE, IDEAS, VALUES, AND ENERGY. //

CHANGE

BECOMING A REAL LEADER REQUIRES THE ABILITY TO MASTER REVOLUTIONARY CHANGE. IT REQUIRES TAKING ON THE DRAMATIC CHALLENGE OF CREATIVELY REMAKING ORGANIZATIONS IN ORDER TO IMPROVE THEM. NOT JUST ONCE, BUT REPEATEDLY. IN ORDER FOR ORGANIZATIONS TO WIN, REVOLUTIONS DRIVEN BY LEADERS WITH IDEAS AND THE HEART AND GUTS TO BRING THEM ALIVE, MUST BECOME A WAY OF LIFE.

THERE IS NO DOUBT THAT REVOLUTIONARY CHANGE CAN BE PAINFUL. BUT IN ALL FACETS OF LIFE, INCLUDING BUSINESS, ^{or education} ONE MUST MASTER CHANGE. FACED WITH INCREASINGLY DIFFICULT, LARGE AND FREQUENT SHIFTS IN ECONOMICS, SOCIETIES AND MARKETPLACES, ORGANIZATIONS NEED LEADERS WHO CAN REDIRECT LIFE'S EMOTIONAL ENERGIES.

LEADERS OF ANY INSTITUTION, PRIVATE OR PUBLIC, MUST BE WILLING REPEATEDLY TO LET GO OF OLD IDEAS AND OLD WAYS OF DOING THINGS AND TO DEVELOP NEW AND BETTER ONES. AND THEY MUST BE ABLE TO HELP EACH AND EVERY EMPLOYEE GENERATE THE HIGH LEVEL OF POSITIVE ENERGY NEEDED TO DO THE SAME.

THE ONLY THING THAT NEVER CHANGES IS THE FACT THAT EVERYTHING CHANGES, AND LEADERSHIP IS ABOUT CREATING ORGANIZATIONS AND DEVELOPING LEADERS WHO SURVIVE AND THRIVE THROUGH CHANGE.

IDEAS

PETER DRUCKER CLAIMS THAT "A COMPANY BESET BY MALAISE AND STEADY DETERIORATION SUFFERS FROM SOMETHING FAR MORE SERIOUS THAN INEFFICIENCY. ITS IDEAS HAVE BECOME OBSOLETE."

LET ME TELL YOU A COUPLE OF STORIES:

ROBERTO GOIZUETA, THE FORMER CHAIRMAN OF COCA-COLA, ASKED A QUESTION OF HIS SENIOR MANAGERS:

"WHAT IS OUR MARKET SHARE?"

"45% CAME THE CONFIDENT REPLY.

"HOW MANY OUNCES OF LIQUID DOES A HUMAN BEING NEED TO DRINK A DAY?" GOIZUETA ASKED.

"64 OUNCES A DAY," CAME THE PUZZLED REPLY.

"ON AVERAGE, HOW MANY OUNCES OF ALL OF OUR PRODUCTS DOES A PERSON DRINK PER DAY?" GOIZUETA ASKED.

“2 OUNCES,” CAME THEIR RESPONSE.

“WHAT’S OUR MARKET SHARE?” CAME HIS FINAL QUERY.

WITH THAT ONE CREATIVE THOUGHT, ROBERTO GOIZUETA CHANGED THE FUTURE OF A 100-YEAR-OLD INSTITUTION. COCA-COLA MANAGERS HAD ASSUMED THAT TRADITIONAL SOFT DRINK MARKETS WERE SATURATED. THEY HAD ASSUMED THAT THE COMPANY COULDN’T GROW RAPIDLY AND THAT ANY GROWTH IT COULD GET WOULD COME FROM BUYING OTHER BUSINESSES LIKE SHRIMP FARMING OR MOVIE STUDIOS. WITH ONE BIG IDEA, THAT THE COMPETITION WAS NOT PEPSI, BUT WAS IN FACT ANY OTHER BEVERAGE, GUIZUETA PUT COCA-COLA MANAGERS ON THE SEARCH FOR GROWTH OPPORTUNITIES EVERYWHERE IN THE WORLD. TODAY COCA-COLA IS ONE OF THE MOST VALUABLE COMPANIES ON EARTH BECAUSE OF THIS.

STORY #2:

“THE PC ISN’T REALLY A COMPUTATIONAL DEVICE. IT’S REALLY A COMMUNICATIONS DEVICE.”

BOB STEARNS, THE HEAD OF STRATEGY AT COMPAQ COMPUTER, UTTERED THESE WORDS IN EARLY 1996 AS THE IMPACT OF THE INTERNET WAS JUST BECOMING APPARENT. SINCE THEN, HE AND ECKHARD PFEIFFER, THE COMPANY’S CEO, HAVE COMPLETELY CHANGED COMPAQ FROM A COMPANY BASED ON THE PERSONAL COMPUTER TO ONE THAT CAN OFFER A FULL RANGE OF PRODUCTS AND SERVICES FOR COMPUTING AND COMMUNICATING. THIS ONE IDEA HAS CHANGED THE DIRECTION OF COMPAQ AND NEARLY DOUBLED

ITS SIZE IN TWO YEARS.

THE POINT OF THESE STORIES IS THAT LEADERS HAVE IDEAS. THEY HAVE A STRATEGY, OR “CENTRAL BUSINESS IDEA” AND THEY HAVE IDEAS ABOUT HOW TO CARRY OUT THAT STRATEGY. A COMPANY’S CENTRAL BUSINESS IDEA EXPLAINS WHY IT IS IN BUSINESS AND HOW IT IS GOING TO MAKE MONEY. IF A COMPANY IS GOING TO WIN AGAINST ITS COMPETITORS, EVERYONE IN THE ORGANIZATION MUST KNOW WHAT THEY ARE AIMING TO ACHIEVE.

VALUES

DEFINE YOUR VALUES AND UNDERSTAND YOUR ORGANIZATION. FIND OR CREATE COMMON VALUES.

- CLEARLY ARTICULATE A SET OF VALUES.
- CONTINUALLY REFLECT ON THE VALUES TO MAKE SURE THEY’RE APPROPRIATE TO ACHIEVING THE DESIRED GOALS.
- EMBODY THE VALUES WITH YOUR OWN BEHAVIOR.
- ENCOURAGE OTHERS TO APPLY THE VALUES IN THEIR OWN DECISIONS AND ACTIONS.
- AGGRESSIVELY CONFRONT AND DEAL WITH POCKETS OF IGNORANCE AND RESISTANCE.

WHETHER THEY WANT TO OR NOT, LEADERS SET THE TONE AND DETERMINE THE VALUES OF AN ORGANIZATION. GOOD LEADERS, THEREFORE, ARE VERY CAREFUL TO MAKE SURE THAT EVERYTHING THEY DO—FROM DESIGNING COMPENSATION SYSTEMS TO SETTING CUSTOMER SERVICE

PRACTICES—REFLECTS THE VALUES THEY WANT THE COMPANY TO HAVE.

WINNING LEADERS OUTSHINE THE LOSERS BECAUSE THEY BACK UP WORDS WITH ACTIONS, EMBODY THEIR VALUES AND WRESTLE DAILY WITH THEIR APPLICATION.

ENERGY

GOOD LEADERS PAY ATTENTION TO CREATING POSITIVE ENERGY THE SAME WAY THEY PAY ATTENTION TO SPREADING IDEAS AND TEACHING VALUES. THAT'S BECAUSE THEY KNOW THAT POSITIVE ENERGY HELPS PEOPLE OVERCOME OBSTACLES AND RISE TO NEW CHALLENGES. THEY ALSO KNOW THAT A LEADER IS NEVER "ENERGY-NEUTRAL." YOU ARE EITHER GIVING PEOPLE ENERGY OR YOU ARE SAPPING IT FROM THEM.

ONE WAY THAT LEADERS CREATE POSITIVE ENERGY IN OTHERS IS BY EXHIBITING POSITIVE ENERGY THEMSELVES. THEY WORK HARD, WITH A DETERMINATION THAT SHOWS THAT THEY REALLY CARE ABOUT THE GOAL THE ORGANIZATION IS TRYING TO ACCOMPLISH.

WHILE LEADERS NEVER TIRE, THEY NEVER USE THEIR ENERGY TO INTIMIDATE. THEIR ENTHUSIASM IS ALMOST A MAGNETIC FORCE, BRINGING PEOPLE TOWARD THEM. THEY ENGAGE OTHER PEOPLE TO JOIN THEM BY MAKING THEM SEE THAT THEIR CONTRIBUTIONS CAN MAKE A DIFFERENCE. WINNING LEADERS DO THIS IN A NUMBER OF WAYS, INCLUDING COACHING PEOPLE, ADVISING THEM AND LISTENING TO THEIR INPUT. THEY ALSO SHOW

RESPECT FOR OTHERS BY NOT WASTING THEIR TIME WITH MEETINGS THAT RAMBLE ON AND DON'T PRODUCE RESULTS.

ONE OF THE MOST REMARKABLE THINGS ABOUT WINNING ORGANIZATIONS IS HOW OFTEN THEY MANAGE TO COME OUT OF TIMES OF TROUBLE EVEN STRONGER THAN THEY WERE BEFORE THE PROBLEMS AROSE. THE REASON FOR THIS IS THAT STRESS ALWAYS PRODUCES ENERGY IN PEOPLE. IT'S A FACT OF NATURE, AND WINNING LEADERS ARE MASTERS AT CHANNELING THAT ENERGY AWAY FROM THE USUAL COMPLAINING, INFIGHTING AND RESISTANCE, AND HARNESSING IT FOR PRODUCTIVE USES.

LEADERS ENLIST THE PEOPLE AFFECTED BY A CHALLENGE OR DIFFICULTY IN TAKING THE INITIATIVE AND RESPONSIBILITY FOR OVERCOMING IT. THIS ALMOST ALWAYS PRODUCES NOT ONLY POSITIVE ENERGY, BUT ALSO POSITIVE RESULTS. AND THESE RESULTS OFTEN GO BEYOND JUST SOLVING THE IMMEDIATE PROBLEM. THAT'S BECAUSE IN JOINING TOGETHER AND WORKING THEIR WAY OUT OF TROUBLE, EVERYONE IN THE ORGANIZATION GETS ENERGIZED. THEY ALSO LEARN HOW TO THINK AND WORK MORE EFFECTIVELY.

IN ORDER TO GET PEOPLE ENERGIZED TO ATTACK PROBLEMS, LEADERS WORK TO MAKE SURE THAT FIVE CONDITIONS EXIST:

1. **A SENSE OF URGENCY.** LEADERS FOCUS PEOPLE ON THE FACT THAT THERE IS A REAL PROBLEM AND THAT IT ISN'T GOING TO GO AWAY UNLESS THEY DO SOMETHING.
2. **A MISSION WORTH ACHIEVING.** CHANGE CAN BE FRIGHTENING, SO IT'S

NOT ENOUGH FOR PEOPLE TO UNDERSTAND THAT THEY CAN'T KEEP DOING THINGS THE OLD WAY. LEADERS HAVE TO HELP THEM ENVISION A SPECIFIC FUTURE THAT LOOKS A LOT BETTER.

3. **GOALS THAT STRETCH PEOPLE'S ABILITIES.** STRETCH GOALS MUST BE HIGH ENOUGH TO INSPIRE EXTRAORDINARY EFFORT, BUT THEY CAN'T APPEAR SO UNREASONABLE OR UNATTAINABLE THAT THEY DISCOURAGE PEOPLE FROM REACHING FOR THEM.
4. **A SPIRIT OF TEAMWORK.** PEOPLE NEED TO FEEL THAT "WE'RE ALL IN THIS TOGETHER." THE RISKS SEEM LESS RISKY AND GOALS SEEM MORE ACHIEVABLE WHEN YOU ARE PART OF A TEAM. LEADERS MAKE SURE THAT PEOPLE KNOW THAT THE LEADER IS ON THE TEAM WITH THEM.
5. **A REALISTIC EXPECTATION THAT THE TEAM CAN SUCCEED.** LEADERS BUILD PEOPLE'S CONFIDENCE BY MAKING SURE THAT ALL PARTS OF A PROBLEM ARE ADDRESSED, SO THAT IF PEOPLE DO THEIR PART, THE SOLUTION WILL WORK.

LET ME LEAVE YOU WITH ONE ANALOGY WHICH SPEAKS TO PRODUCTIVITY AND PRIORITY; TO MEASURING PROGRESS TOWARD A VISION; AND TO INSURING THAT YOUR LEADERSHIP IS PRODUCING RESULTS. IT'S THE "BIG ROCK" THEORY. IF YOU REMEMBER NOTHING I'VE SAID TONIGHT, REMEMBER THESE WORDS. FOCUS ON THE BIG ROCKS FIRST. EVERYONE SAY THOSE TWO WORDS—BIG ROCKS!

IMAGINE A VERY LARGE JAR.

FILL IT WITH BIG ROCKS. IS IT FULL? MAKE SURE IT'S FULL.

NOW ADD PEBBLES. IS IT FULL NOW? ARE YOU SURE?

NOW ADD SAND. NOW IS IT FULL?

ADD WATER. NOW IS IT FULL? PERHAPS.

THE LESSON HERE IS THERE IS USUALLY ROOM FOR MORE; BUT AT SOME POINT THERE FINALLY IS A LIMIT. THEN YOU HAVE A MESS AND YOUR BIG ROCKS ARE LOST IN THE SAND AND PEBBLES AND DILUTED BY THE WATER.

NOW LET'S REVERSE IT.

FILL YOUR JAR WITH PEBBLES; AND SAND; AND WATER. NOW TRY TO ADD YOUR BIG ROCKS. WON'T FIT? HOW MANY MUST YOU LEAVE OUT? WHICH ONES WILL YOU LEAVE OUT?

LET'S TRY THIS AGAIN. LABEL YOUR BIG ROCKS.

LABEL THEM AS THE CRITICAL GOALS OF YOUR COMPANY OR BUSINESS OR UNIVERSITY. SOME BIG ROCKS WILL REPRESENT A MAJOR TASK ESSENTIAL TO YOUR ORGANIZATION'S SUCCESS. A MAJOR PROJECT. A BOARD MEETING. A BIG SPEECH. A MAJOR SHIFT IN ORGANIZATIONAL PRACTICE. A CRITICAL SALE OR GIFT CLOSURE. A MAJOR COMMUNITY TASK OR A PERSONAL LEADERSHIP ROLE. OR PERHAPS A FAMILY TRIP. YOUR SON'S OR DAUGHTER'S BALL GAME OR RECITAL. A VACATION. EVERYONE WILL HAVE DIFFERENT LABELS FOR THEIR BIG ROCKS. BUT THE ROCKS REPRESENT THE MAJOR INITIATIVES AND

EVENTS IN YOUR LIFE.

NOW LINE YOUR BIG ROCKS UP IN A ROW—THE BIGGEST BEING THE MOST IMPORTANT ONES.

NOW LET'S RETHINK THAT EMPTY JAR. WE KNOW HOW IT CAN HOLD ONLY SO MUCH STUFF. SOME OF THESE PEBBLES NEED SOME ATTENTION; BUT DOES THAT REPRESENTED BY THE SAND AND THE WATER REALLY NEED YOUR ATTENTION? ONLY YOU CAN MAKE THAT JUDGEMENT CALL. BUT AS YOU START FILLING THAT JAR YOU MUST ASSESS WHICH OF THE BIG ROCKS GO IN FIRST, REMAIN CLEARLY IN FOCUS, AND GET THE PREPONDERANCE OF YOUR ATTENTION. THE JAR IS YOUR DAY, YOUR WEEK, YOUR MONTH, YOUR YEAR, YOUR LIFE. YOU CHOOSE. BUT MAKE SURE YOU MAKE ROOM FOR THE BIG ROCKS. PLACE THEM CAREFULLY IN YOUR JAR. NO ONE, ESPECIALLY YOU, WILL REMEMBER THE TIME YOU SPENT ON PEBBLES AND SAND AND WATER, BUT EVERYONE WILL REMEMBER THE LEADERSHIP YOU PROVIDED FOR THE BIG ROCKS!

THANK YOU.